

# friendship inn

# 2022

## ANNUAL REPORT

[ July 1, 2021 to June 30, 2022 ]



Charitable Registration No. T1914-0937 RR0001

## SASKATOON FRIENDSHIP INN

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## ANNUAL REPORT

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## ABOUT US

### **Brief History of the Saskatoon Friendship Inn – serving neighbours in need.**

On March 4, 1969, the Saskatoon Friendship Inn began serving community when a small group of concerned residents provided six transient men with a bowl of soup. Their initial work with the Saskatoon Catholic Diocese evolved into relationships with numerous partners and has since become non-denominational and community-based.

Today, as registered charity, the Friendship Inn provides the largest free meal service in Saskatoon, offering hot and nutritious breakfast and lunch meal services, 365 days of the year. There are no qualifying criteria to eat a meal at the Inn – our model assumes every guest who come to the Inn has a need, whether for food, friendship or to take a good step forward.

The Inn, which has always been located on 20th Street in the heart of the inner city, is presently serving an average of 1200 daily meals for people who may otherwise go hungry. As Saskatoon continues to grow and prosper, we recognize the increasing needs of impoverished people in our community and work to respond through a ‘food first’ lens. Beyond food, the Friendship Inn provides a welcoming environment for guests and offers referral services designed to help improve quality of life and address emergent needs for individuals and families who are experiencing poverty.

The Friendship Inn relies almost exclusively on financial and food donations, as well as volunteer service to support our core staff of 30 dedicated individuals who keep the Friendship Inn cooking, 365 days a year.

### **Vision**

A community without hunger, a people with hope.

### **Mission**

Through community partnerships and authentic relationships, the Saskatoon Friendship Inn fosters a compassionate sense of belonging for our neighbours in need by serving daily nutritious meals, offering friendship, and providing referrals and programming that meet people where they are.

### **Values**

In pursuing our mission the Inn should be sensitive to:

- The needs of the individual, including the mental, spiritual, physical and emotional aspects of the individual
- The needs of the family, including the family’s physical environment, the emotional support of the family, and the development of family values
- The needs of the community, including the cultural needs, the economic needs, and the social needs of the community.

## MESSAGE FROM THE BOARD CHAIR & EXECUTIVE DIRECTOR

Every day, we see new and known faces come to the Friendship Inn to experience what we like to call our 'Community Dining Table.' As each person is seated at their table or served through our take-away counter, we aim to create a compassionate sense of belonging, and through our services we hope to help every guest feel like an important part of community. We know that for many guests, the warm welcome they receive from our staff and volunteers may be the only kindness they receive in a day.

This annual report shares stories and statistics of yet another year of significant change and adaptation due to our ongoing pandemic response. The following offers a 'virtual tour' and glimpse of some key changes and highlights:

**The meals:** We are very proud of the quality of meals served at the Inn. The donation of a Combi-oven (a computerized convection/steam/broil commercial oven capable of cooking large amounts very quickly) was game-changing for our kitchen and enabled our shift to more substantial meals and a variety in menu. Our guests have noticed the difference, and comment quite regularly how much they enjoy their meals. We know our great meals only happen because of the significant increase in quality food donations and our team's reclamation efforts. Almost 95% of our food is sourced through a wonderful network of wholesalers, retailers and individual and group donors. A very special thank-you to Saputo for their significant dairy donations, and to Aero Delivery for refrigerated transport and off-site freezer storage to manage our resources.

**The method:** Safely providing meals required vigilance with our COVID protocols throughout the year, even beyond the formal lifting of restrictions. We found our 'lemonade from lemons' moment in recognizing we better serve the community by offering both dine-in and take-away options. So, we decided to retain dual style meal service rather than returning to cafeteria service. Throughout the year, we adapted and iterated table arrangements, offering single and family seating to provide more choice and comfortable space for those coming alone or with family. We learned take-away meals are preferred by many who are working with time or transit constraints. Our dual service option meant we regained capacity to provide up to 1000 meals a day - and often beyond - reaching more than 1550 as a daily meal count on the Easter weekend. An added feature to our reconfigured dining area is our Sharing Corner, which allows for surplus (and often fresh-sensitive) goods to be shared to the community. When we receive donations exceeding our own capacity to cook, process or share with guests, we do our best to give these surplus resources to other agencies in the community.

**Making space to stay warm:** When the weather turns cold, we are very aware of the vulnerability of our neighbours, and this year we shifted our service strategy to open promptly at 7 am each day to get people indoors. Hot coffee and tea were made available, and the dining room often filled with people waiting for the 8 am breakfast service. It seems like a small thing to open early, to welcome those in who survived the night, but this was only something we were able to do with added human resources made possible by various grant dollars.

***The many hands and hearts:*** We recognize it takes so many hands and hearts to make meals happen at the Friendship Inn. Our volunteers and donors feel such strong ownership of the Inn, and without them, we truly couldn't do what we do every day. The Friendship Inn relies on 1000 monthly hours of volunteer time and fundraising revenue garnered through the generosity of donors, partners and granting agencies to successfully deliver the Free Meal Service. We are deeply grateful for the generosity of everyone in our community who gives to support the Inn's mission of compassionately serving neighbours in need, every day of the year.

***The many kindnesses and steps in our journey:*** From the boardroom table to the dining room table, a significant overarching consideration is our response to the community's Reconciliation journey. We are taking time to listen and learn, offering one another dignity and respect along the way. We were honoured to recognize September 30th as the first National Day for Truth and Reconciliation and are grateful to First Nations Bank of Canada for their partnership and service on this important day.

With the complexity of our world today, we feel evermore compelled to ensure people who are vulnerable and struggling with the concerns and issues of daily life never lose the Inn as a reliable, consistent source of food security, friendship and support. The Inn is committed to keeping our doors open daily, not only for meals, but to offer interactions and support through our in-house social worker and other friendly faces who can assure, inform and assist with emergent needs including access to public washrooms and water. We desire to improve quality of life for every person who comes to the Friendship Inn, and we strive to ensure no one is turned away or leaves hungry due to lack of resources.

As we reflect on the year gone by, we offer our heartfelt thank-you to our generous donors, volunteers and community partners who have supported us to keep our community dining table serving people in need.



Stephanie Hughes  
Board Chair



Sandra Kary  
Executive Director

### Who do we serve?

There are three vignettes included throughout this annual report capturing individual guests in a slice of time in their day at the Inn – with no statistics, solution or finalé attached. They are but a few in a sea of many, many individuals who come through the Inn’s doors each day.



## JANE



Stories from the Inn

*Each day we serve breakfast and lunch with a dine-in and take-away option. We innovated that strategy due to COVID, but realized quickly it needed to continue. Not everyone can afford the time to come in and enjoy a sit-down meal. Some people come here on their lunch break, and need to get back quickly to their job or family, or whatever pressing concerns they have ahead of them. 'Jane' has a lower paying job, is recently separated, and trying to make ends meet with her two young kids in school. She's having a hard time keeping up with bills. Coming for a take-away meal means she can stretch her groceries, keep her kids' lunch bags filled, and not have to skip a noon meal to work on an empty stomach. It might be easy to think 'Jane' - the nice lady driving up to come in for a meal - couldn't possibly be poor or hungry, but she is.*

## BOARD AND COMMITTEE HIGHLIGHTS

### Members of the Board for 2021 – 2022

Stephanie Hughes (Chair)  
 Mark Smith-Windsor (Vice-Chair)  
 Heather Sully (Past Chair)  
 Denis Sirois (Treasurer)  
 Eric Babin  
 Elizabeth Duret  
 Jonathan Huntington  
 Ryan LaRose  
 Cathy Martell  
 Cory McDougall  
 Luke Muller (July 1, 2021 to January 18, 2022)  
 Clinton Poitras  
 Marshall Siemens  
 Joelle Sparvier  
 Sarah Wingerak



*The Saskatoon Friendship Inn Board met seven times: September 1, 2021; September 28, 2021 (AGM and Board Organizational Meeting) October 26, 2021; January 25, 2022; March 29, 2022; April 22, 2022; June 14, 2022. All meetings were held virtually with the exception of the June 14, 2022 gathering which was held as a hybrid in-person/virtual meeting at the Friendship Inn.*

Key activities of the Board included:

- Review and approval of Investment Policy and strategy to better preserve capital, ensure downside protection and balance diversified risk with a better return
- Review of Board giving best practices, resulting in 100% of board members supporting the Inn through a financial contribution
- Compensation Philosophy and Policy was reviewed and amended, and a compensation survey analysis was undertaken resulting in the organization’s wage grid being updated to align to market, inflationary pressure and ‘living wage’ metrics



## Executive Committee

**Executive Members:** Stephanie Hughes (Chair); Mark Smith-Windsor (Vice-Chair); Denis Sirois (Treasurer)

At the invitation of the Management Team, the Executive members met twice on November 8, 2021 and February 24, 2022 to discuss and discern the possibility of a recommended building (vestibule) addition to solve these logistical concerns: sheltered space for guest line-ups (warm-up/cool-down space); new entrance for volunteers/visitors for optimized flow re: welcoming/orienting/receiving; take-away window (like a drive-thru) allowing service to walk-up guests differently, and positioning for an after-school or evening meal program.

Key considerations included:

- Informal environmental scan with key local agencies whose upcoming (growth) plans may impact our daily operations
- Capacity building within our own building/structural limitations (i.e. kitchen footprint, storage solutions, flow of traffic, etc.)
- Considerable COVID-related variables still in play i.e.: Emergency community food programming, health and safety restrictions, supply chain disruptions, government income supports, etc.
- No formal recommendations were offered regarding a building project; it was discerned that it would be prudent to allow for more experience in order to: establish our own internal program capacity and baselines; have COVID-related measures stabilize and conclude; and assess how various community agencies' growth plans/projects might have impact

## Finance Committee

**Committee Members:** Denis Sirois (Treasurer); Mark Smith-Windsor; Ryan LaRose; Stephanie Hughes (ex-officio); Sandra Kary (Staff); Colette Gauthier (Staff); Matthew Hutchings (Staff)

**The committee met five times: August 26, 2021; October 5, 2021; January 18, 2022; March 22, 2022; June 14, 2022.**

Key activities of the Finance Committee included:

- Review of the Qualified Opinion status as noted by the auditors
- Review and recommendations pertaining to the Investment Policy and strategy
- Significant research, and RFP process with three different investing entities (institution/foundation/brokerage firm) to offer comparative analysis and recommendation to the Board
- Engagement with the Management Team to develop a comprehensive Risk Management Registry to assess residual risk and report (to the Board) key concerns/trends and potential action required
- Continued oversight of the Capital Reserve Strategy, and correlating annual budget and expenditures
- Regular oversight as it pertains to affirming the preliminary budget, monitoring revenue and expenditures, and audit preparations



## Fundraising Committee

**Committee Members:** Jonathan Huntington (Chair), Luke Muller; Joelle Sparvier; Stephanie Hughes (ex-officio); Sandra Kary (Staff); Laura Herman (Staff)

**The committee met five times: September 9, 2021; October 8, 2021; January 21, 2022; March 10, 2022; June 13, 2022**

Key activities of the Fundraising Committee included:

- Effective execution of comprehensive fund development and donor stewardship strategy to attract and sustain appropriate resources to support programming
- Oversight of a multi-year funding agreement through a private granting agency and multi-year Lead Sponsorship for the Fill the Plate Campaign
- Successful 2021 Fill the Plate Campaign – goal of \$550K exceeded, inclusive of \$100K matching contribution from Nutrien as Lead Sponsor; 2021 Holiday Gala paused due to ongoing pandemic restrictions
- Oversight of a Legacy Giving Survey resulting in an exceptional open rate of 68% from stakeholders
- Oversight of a major capital donation for kitchen equipment - Combi oven #1 – Alain and Cindi Gaucher
- Review and recommendation to Board regarding Board giving best practices and policy
- Recommendations/strategy for 2022 Fill the Plate Campaign and decision to proceed with Holiday Gala

## MARIE



Stories from the Inn

*It only happened once, but it made me smile. 'Marie' came to the Inn, sat down and pulled out her own tablecloth and waited patiently to be served her noon meal. No one said anything, it was just another normal day at the Inn. She ate her meal, and quietly left. She stuck with me. There are 60 tables in our dining room, and each person is served their meal. This is another COVID innovation – no more lining up cafeteria-style. We like serving our guests – it's a small way to care, to reduce the institutional feel, and offer a bit of dignity. On that day, 'Marie' didn't just eat – she dined. Bravo 'Marie' for your resilience, and ability to bring a bit of joy to your (and our) day!*

## Human Resources and Governance Committee

**Committee Members:** Cathy Martell (Chair); Marshall Siemens; Sarah Wingerak; Stephanie Hughes (ex-officio); Sandra Kary (Staff)

*The committee met six times: October 18, 2021; January 6, 2022; March 9, 2022; March 15, 2022; May 19, 2022; June 24, 2022*

Key activities of the Human Resources and Governance Committee included:

- Effective recruitment of five new board members in fall 2021
- Board education – Board Governance session held virtually on November 9, 2021
- Board performance - Annual Board Survey completed by March 2022
- Review and recommended revisions to the Articles of Incorporation, Bylaws, Board Policy Manual
- Research of on-line Board portal software; recommendation of Board repository tool
- Review and recommendations regarding Compensation Philosophy and Policy; extensive work with Compensation Survey analysis to recommend Executive Director compensation to Board (methodology used to create correlating staff wage grid)

## Special Committee: Inclusion and Indigenous Relations

**Committee Members:** Eric Babin (Co-Chair); Cory McDougall (Co-Chair); Elizabeth Duret; Clint Poitras; Stephanie Hughes (ex-officio); Sandra Kary (staff); Robert Wyma (staff)

*The committee met four times: October 7, 2021; November 23, 2021; February 8, 2022; May 25, 2022*

Key activities of the Special Committee included:

- COVID-related restrictions prevented the fulfilment of planned events (tour of Gabriel Dumont Institute, Blanket Exercise, and meeting with a community member sharing his experiences as a Residential School Survivor)
- Other learning opportunities included – film study of ‘Indian Horse’ (2017 adaptation of the 2012 novel by Richard Wagamese); and a book review of *White Fragility: Why Its So Hard for White People to Talk About Racism* by Robin Diangelo
- Continued additions to the Resource List (repository of web links, articles, books, films, etc.)
- Reflections and learnings shared at the start of each committee meeting; highlights, themes and purposeful discussion during each Board meeting



## Management Team

Sandra Kary, Executive Director

Robert Wyma, Director of Operations

Laura Herman, Development and Engagement Manager

Colette Gauthier, Finance and HR Manager (retired March 31, 2022)

Matthew Hutchings, Finance and Administration Manager (as at April 4, 2022)

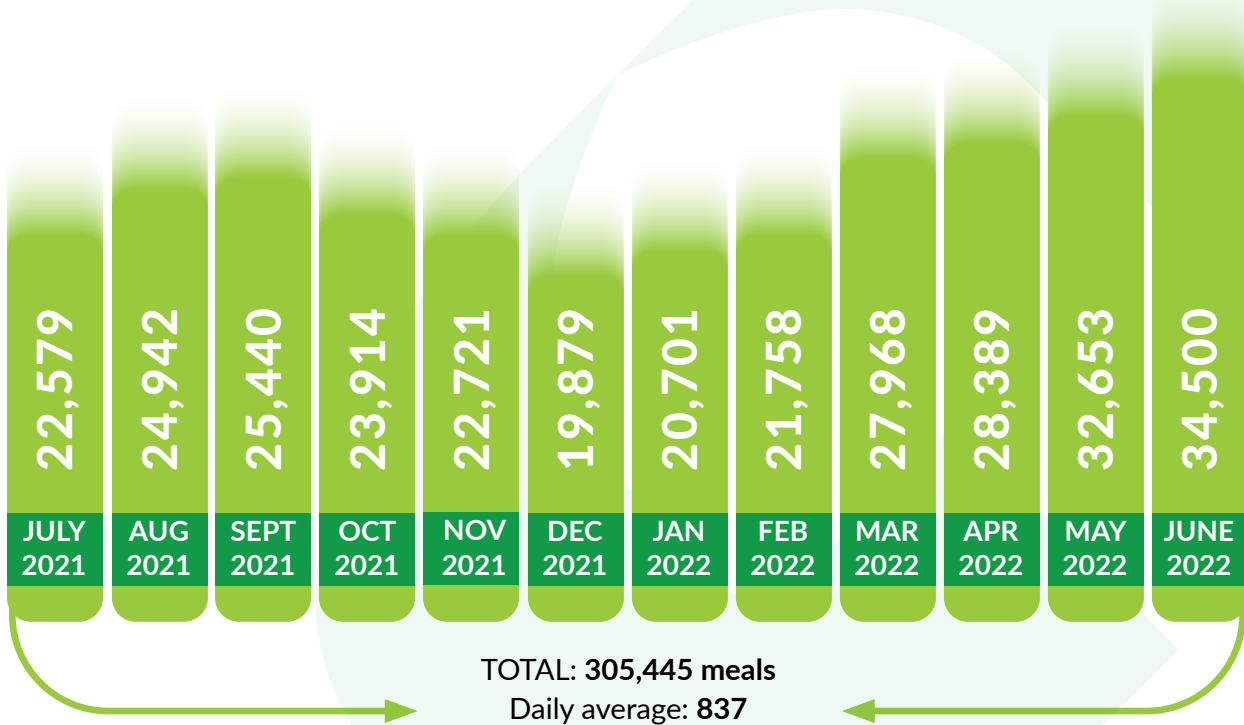
## PROGRAM HIGHLIGHTS AND IMPACT

### Free Meal Service

Success of the Friendship Inn’s Daily Free Meal Service is achieved when we are alert, mindful and forward-thinking in meeting the emergent needs of the community and when:

- Guests receive hot, nutritious meals, with no person turned away due to lack of food resources
- Guests are treated with respect and dignity and invited into a comfortable, friendly environment
- Guests, staff and volunteers remain safe at the Friendship Inn.

365 days a year, the Saskatoon Friendship Inn offers hot, nutritious breakfast and lunch meals to our community’s most vulnerable people, many of whom may otherwise go hungry. Guests of the Friendship Inn describe hunger as “living in chaos” so our team strives to serve everyone with compassion. Over the course of the fiscal year, the Inn averaged about 840 meals per day and did not miss a single meal service.



➔ Previous year: **F2021 = 205,860 meals**  
 Daily average = **564**  
*(this was the first year of pandemic; meal numbers significantly reduced due to many other COVID emergency food security initiatives in the community)*

➔ Previous year **F2020 = 303,680 meals**  
 Daily average = **832**  
*(this represents a pre-COVID year, evidencing that in F2022 we are back to our regular meal service capacity, albeit with meal service delivery adaptations)*

Averaging meal counts gives a sense of overall volume, however, each day can vary significantly depending on the season or monthly cycle of income. We track the 1000+ meal service days, and note the Inn recorded a pronounced increase in meals served from February to June 2022 with 67 days reaching the 1000+ meal mark, and a new high-water mark of 1550 meals offered on Easter Monday. The Inn continues to carefully monitor trends and external pressures to ensure we are prepared and can respond quickly and sustainably to needs in the community.



Another full year of pandemic operations has helped firmly establish permanent service innovations for the Free Meal Program. The Inn now offers expanded meal service times as well as a hybrid delivery model with both dine-in and take-away meal options for guests.



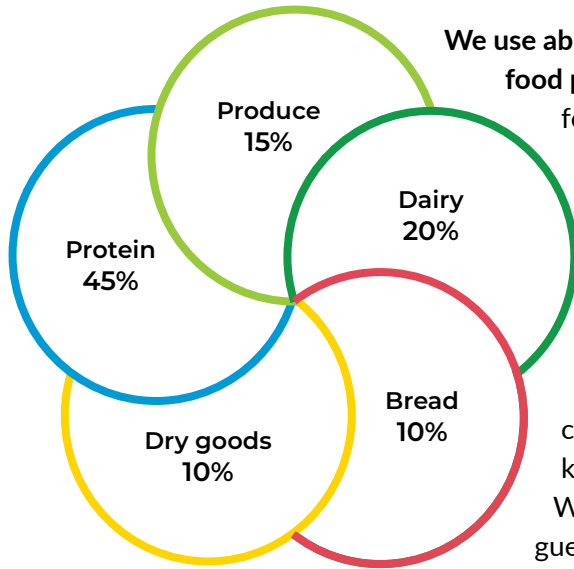
Adapting our dining room from a self-serve cafeteria-style dining experience (pre-pandemic) to tray service meals for each individual guest has been a tremendous learning for the Inn. We are pleased to be able to offer dignity by serving our guests and enjoy the added opportunity for more interaction through the new delivery style. Relationships have deepened and the sense of belonging and friendship in the dining room - particularly for regular guests - has grown. This enhanced model has been fully adopted as our new standard of service.

In a similar learning, the Inn has fully operationalized a permanent, intentional take-away meal service to better serve the needs of our guests. The recently finished space, made possible through granted funding, includes self-service water stations, food storage equipment to ensure proper temperature control for distributed food, and flexibility of space and layout to accommodate potential future adaptations. Our team recognizes the value of offering a take-away meal service option and is pleased to have permanently established this service for our guests.

The Inn's staff team and capacity to engage volunteers has expanded to adequately resource the new hybrid service model with leadership positions in the dining room and kitchen having been established to help provide direction and stability.

### Food Donations and Reclamation/Sharing Surplus

This year showed a significant increase in our food donations and reclamation efforts with 552,000 lbs of food resources coming to the Inn, up 62% from 341,000 lbs in the previous fiscal year.



We use about 37,500 pounds of donated food per month. The value of donated food is noteworthy at an average of \$3 per pound which equates to a total donated value of \$1.6M in this fiscal year.



Food reclamation efforts sometimes offer a boon with a particular product in a singular moment in time, compelling us to share with our guests and community. Surplus resources are those items our kitchen is not able to process or store in a timely fashion. When surpluses come our way, we offer them to our guests via our Sharing Corner (~200 lbs/day), and to other vulnerable sector community agencies to boost their food programming efforts (~4000 lbs/month).

### Volunteers and Fine Options Participants

Building on the success of the Inn’s restructured Volunteer Program that launched in our previous fiscal year, the Inn has continued to strengthen relationships with volunteers. We continue to welcome individuals, service groups and corporate teams to the Inn and have established a dedicated group of regular volunteers who share their time and talents by serving alongside our staff team.

Our partnership with the John Howard Society remains an important human resources element, bringing Fine Options participants to the Inn to help our staff and volunteer team deliver the Free Meal Program. Over the course of the year, several refinements have been made to optimize the number of individuals and service hours provided through this arrangement.



In-kind labour - 55%  
volunteer hours = 6147

45% Fine Options  
hours = 4853

The combined efforts of volunteers and Fine Options participants equalled approximately 11,000 hours in this fiscal year. Estimating the value of this in-kind labour force at modest minimum wage values equates to approximately \$130,000. We are truly grateful for these many hands who support the Inn’s Mission – we couldn’t do it without them!

### Family Worker and Guest Services

Guests of the Friendship Inn often struggle with poverty, underemployment, domestic violence, safe housing, literacy and significant mental health and addiction challenges, frequently lacking resources and ability to access services, care and treatment. Through our family worker, we offer referrals, support and advocacy to help guests access and navigate through their needs. The Inn's 'Compassion Project' further assists guests by offering emergency supplies such as clothing, shoes, underwear, outerwear, socks and blankets as well as hygiene items and baby supplies, as available through donated resources. To further assist guests, the Inn has also recently installed three additional telephone lines (for local calls) as many do not have a personal phone.



Between November and March, the Inn received external grant funding to offer expanded dining room hours and serve as a warming centre. Prior to breakfast service, our staff would welcome guests in from the cold and provide hot beverages while people waited for the breakfast service to begin. Guests were given an opportunity to share their needs and were invited to connect with the Inn's social worker if further assistance could be offered. This model enabled approximately 280 support instances.

### Partnering Agencies

Again this year, pandemic operations meant many community-based programs offered at the Inn remained paused. The Inn did serve as a Saskatchewan Health Authority COVID testing and vaccination site from July to March, welcoming primary care teams who were able to serve guests on a walk-in basis.

## GEORGE



Stories from the Inn

*Oh boy... this is a hard one to tell. 'George' was here for lunch, finished his meal, and was shuffling around to different parts of the building – the washroom, the reception area, a doorway – trying to stay unnoticed. A staff member was politely trying to move him along, not totally sure of the cat-and-mouse game that was afoot. Our astute staffer noticed 'George' had no shoes. His sock-feet weren't that obvious, with his many layers of pants hanging loosely to the floor. On this cold winter day, 'George' was just trying to stay indoors as long as possible. We solved this problem pretty quickly, and found a pair of used shoes and dry, clean socks. 'George' was up and on his way.*

### Continued Pandemic Response

COVID-19 protocols continued throughout the year with daily screenings for staff and volunteers, enhanced cleaning measures, hand sanitizing and mandatory masking for all guests, staff and volunteers at the Inn.

Regular collaboration and participation with the Saskatoon Inter-Agency Covid Response team (SIRC) ensured the Inn remained connected to other local agencies serving in the vulnerable sector. It also provided direct linkages to emergency management planning and public health officials to help create an informed and coordinated response in services for vulnerable people.

### Capital Upgrades

There were many capital upgrades this year, and thanks to incredible donor support, the Friendship Inn was able to accelerate our kitchen transformation and efficiency strategy by purchasing a Rationale Combi-oven. This state-of-the-art industrial equipment is a game-changer for our commercial kitchen, allowing us to quickly prepare high-quality and consistently prepared meals. Two additional coolers for our Sharing Corner and Take-away area allow for refrigerated goods to be easily stored and accessible. Donated table tops allowed us to customize and optimize our new dining room seating pattern. And finally, our re-designed kitchen pantry was customized with proper shelving and a second level mezzanine to allow for nearly double the space for dry goods and easy access to take-away supplies and cleaning products.

Indeed, this year of operations has been a remarkable ride of adapting, fine-tuning and re-fitting our space to best serve our guests. We are very proud of our entire staff team for their ingenuity and resilience throughout an incredible year of on-going changes.



## TREASURER'S REPORT

### SASKATOON FRIENDSHIP INN

#### STATEMENT OF REVENUE AND EXPENDITURES

For the year ending JUNE 30

	TOTAL \$ 2022	TOTAL \$ 2021
<b>REVENUE</b>		
Donations	1,507,552	1,656,434
Donations/Gifts In-Kind	34,968	18,490
Grants	640,604	580,160
Property Tax Abatement	48,335	
Other	41,171	52,967
	<b>2,272,630</b>	<b>2,308,051</b>
<b>EXPENDITURES</b>		
Salaries/Benefits	1,070,178	997,211
Gifts In-Kind	34,968	18,490
Property Tax	48,335	
Utilities	66,434	57,510
Office/Admin	115,090	87,632
Kitchen	128,533	188,326
Repairs/Maintenance	28,366	44,647
Vehicle	7,281	4,852
Professional Fees	30,022	17,158
	<b>1,529,207</b>	<b>1,415,826</b>
	743,423	892,225
<b>OTHER EXPENDITURES</b>		
Depreciation	(133,444)	(134,926)
Investments: unrealized gain/(loss)	(8,411)	
	<b>601,568</b>	<b>757,299</b>
<b>SURPLUS (LOSS) OF REVENUE OVER EXPENSES FOR THE YEAR</b>		

#### VARIANCE REPORT

**Revenue:** Property tax abatement has been received for many years; to reflect the actual value it will be recorded on a go-forward basis.

**Expenses:** Increase in salaries/benefits due to added Meal Service Supervisor role and grant-supported initiatives. Increase in Office/Admin due to budgeted expenditures related to increased marketing and IT updates. Reduced Kitchen expenditures due to COVID-related purchases ceasing in F2022 (primarily bottled water, supported by COVID grants in F2021).

Full audited financial statements available on request.